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SAN FRANCISCO TRAFFIC SURVEY COMMITTEE



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FIRST ANNUAL REPORT

DECEMBER 31, 1927

*A resumé of the movement
to apply engineering prin-
ciples in the solution of the
problems of street traffic
congestion and hazards in
San Francisco*

Offices: Foxcroft Building, 68 Post St.
SAN FRANCISCO - CALIFORNIA



THE SAN FRANCISCO TRAFFIC SURVEY COMMITTEE

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California Packing Corporation

H. J. BRUNNIER.....*Vice-Chairman*
Consulting Engineer

L. A. WOOLAMS.....*Vice-Chairman and Treasurer*
California Packing Corporation

ARTHUR JOEL.....*Secretary*
Attorney-at-Law

GEORGE C. BOARDMAN.....Boardman Brothers and Company

JOSEPH E. CLARK.....Standard Oil Company of California

FRED DOHRMANN, JR.....Regional Plan Association

MILTON ESBERG.....General Cigar Company

JAMES J. FAGAN.....Crocker First National Bank of San Francisco

R. E. FISHER.....Pacific Gas and Electric Company

ARNOLD HODGKINSON.....National Automobile Club

GUSTAVE LACHMAN.....Lachman Brothers

HALSEY E. MANWARING.....Palace Hotel Company

WILLIAM H. MCCARTHY.....Mission Baseball Club

W. F. MCLEOD.....Emmons Draying and Safe Moving Company

ERNEST W. MILBURN.....Motor Car Dealers Association of S. F.

CLAY MILLER.....San Francisco Chamber of Commerce

LEON L. ROOS.....San Francisco Retail Dry Goods Association

ARTHUR O. SMITH.....Yellow and Checker Cab Company

PERCY E. TOWNE.....California State Automobile Association

CHESTER N. WEAVER.....Chester N. Weaver Company

J. M. YOUNT.....Market Street Railway Company

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of the

SAN FRANCISCO TRAFFIC SURVEY

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Erskine Bureau, Harvard University

HARLAND BARTHOLOMEW AND ASSOCIATES
Consulting Engineers

RALPH W. ROBINSON.....*Executive Secretary*

THEODORE M. MATSON.....*Chief Engineer*

JOHN G. RAWHAUSER.....*Assistant Engineer*

LAWRENCE O'DONNELL.....*Field Investigator*
Erskine Fellow, University of California

S. C. MOORE.....*Field Investigator*
Erskine Fellow, University of California

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Apartment House Owners and Managers Association
 Associated General Contractors of America
 Builders Exchange
 Building Owners and Managers Association
 California Association of Ice Industries
 California Bakers Association
 California Hotel Association
 California Public Safety Conference
 California State Automobile Association
 Down Town Association
 Draymens Association
 Furniture Exchange
 General Contractors Association
 Gravel, Rock and Sand Producers Association
 Manufacturers and Wholesalers Association
 Motor Car Dealers Association of San Francisco
 National Automobile Club
 Pacific Coast Paper Trades Association
 Regional Plan Association
 Retail Grocers Association of San Francisco
 San Francisco Bureau for Governmental Research
 San Francisco Chamber of Commerce
 San Francisco Laundry Owners Association
 San Francisco Milk Dealers Association
 San Francisco Real Estate Board
 San Francisco Restaurant Association
 San Francisco Retail Dry Goods Association
 Shipowners Association of the Pacific
 Steam Shovel and Trucking Contractors

Foreword

THE San Francisco Traffic Survey Committee is a non-political citizens committee, appointed by His Honor, Mayor James Rolph, Jr., early in 1926, "in the hope of evolving constructive suggestions and thus bringing about improved street traffic control in San Francisco." With its total membership of eighty-four public spirited citizens, which includes a large Advisory Council, the Committee is thoroughly representative of the business interests most concerned with the street traffic problem. Many important civic and trade organizations have representation in the Committee's membership. Its activities have been financed entirely by private subscription; among the larger contributors being the public utilities, banks, railroads, motor car dealers, automobile associations, civic organizations, real estate interests, oil, steel, cement, and taxicab companies, building owners, dry goods and other large retail interests, wholesalers, manufacturers, and industrial firms.

Consideration of the complexities of the internal transportation problem, and of the intolerable condition of street traffic congestion and hazards existing in San Francisco, early led the Committee to the conclusion that only by means of scientific investigation and expert advice could a system of control be devised which would move the street traffic rapidly, safely, and with a minimum of confusion.

Dr. Miller McClintock, Director of the Erskine Bureau for Street Traffic Research at Harvard University, who is an outstanding figure in matters of traffic regulation, was retained by the Committee to direct an exhaustive investigation, and report his recommendations for a plan of traffic control. After one year of engineering investigation and analysis, McClintock's report was completed in August, 1927, and it is believed to be the most comprehensive work on the subject of street traffic control ever published. His recommendations have met with practically unanimous approval of the press, the business interests, and the City authorities. The revised traffic ordinance recommended has been adopted, and various features of the plan of control, hereinafter described, have already been made effective. Much remains to be done by the City, however, before the full benefits of the recommendations can be realized in traffic improvement. The Board of Supervisors has officially commended the Committee for the work thus far accomplished and has requested the Committee to maintain its organization, in order to further assist the City in the solution of the traffic problem. Various departments of the City government have new responsibilities under the system of control adopted, and the technical staff of the Committee is continually working

with the City officials, to assist in working out and coordinating the details incidental to the new comprehensive plan.

Public Education and Confidence

During the course of the engineering studies, as various stages of the work were completed, the facts revealed by such studies were released to the public, through a series of press articles, prepared by the Survey staff. The newspapers of San Francisco have been of invaluable assistance in the work of the Survey by publishing news items regarding its activities, and numerous editorials and cartoons favoring the scientific method of finding a solution of the traffic problem.

Numerous public addresses, relating to street traffic and the Survey Committee's activities, were made by members of the staff, and articles were prepared for publication in various periodicals.

As the result of this public educational work, by the time the report was completed, there had been created such a generally favorable public sentiment that official adoption of the new traffic ordinance and plan of control as recommended was secured without difficulty or delay.

That the work of the Committee has met with the approval of the business interests is evidenced by the fact that practically all those who contributed toward the support of the Survey for its first year, have contributed also toward the second year's program.

Resumé of Report on Street Traffic Control Problem

THE ENGINEERING VIEWPOINT The "Report on the Street Traffic Control Problem of San Francisco" contains summaries of over forty thousand sheets of engineering field data gathered during the course of the investigation. These data are interpreted by numerous charts, graphs, and maps, giving a complete analysis of traffic conditions in San Francisco. Such elements as flow, volume, speed, origin, destination, concentration, and accumulation are analyzed, as are also the various factors which effect traffic density.

The outstanding features of the engineering survey are described elsewhere in this report.

PRINCIPLES OF TRAFFIC CONTROL A condensed text on the elements of sound traffic control is incorporated in the report, to serve as a guide for applying the recommendations made, and especially to

aid the authorities concerned in dealing with the changing phases of the traffic problem in years to come. Fundamental principles are set forth, with various remedies designed to reduce accidents and congestion. Traffic movements requiring control, such as speed and intersection movements, and such subjects as right of way, segregation and alignment of traffic, one-way streets, non-essential traffic movements, conflicts, special safety measures, parking, loading, and storage are all fully covered.

Resumé of Principal Recommendations for Traffic Relief

The recommendations made by McClintock are of four general classes:

- I. Those relating to the installation and use of regulatory devices.
- II. Those relating to the enforcement of law through the Police Department.
- III. Those dealing with the punishment of violators.
- IV. Those concerning administrative organization for a more systematic handling of the traffic problem.

I. REGULATORY DEVICES

PAINT MARKINGS It is recommended that fuller use be made of paint markings for the indication of crosswalks, greater visibility of safety zones, and more accurate alignment of traffic.

MARKET STREET REGULATION On account of the extremely irregular intersections and the four traction lines, Market Street presents the most difficult traffic control problem of any street in the United States. Charts are included in the report, giving details of all proposed signal installations, including angles of traffic indication, timing, and other specifications essential for the successful operation of that street.

PEDESTRIAN REGULATION It is recommended, and the revised ordinance provides, that at controlled intersections pedestrian movements shall be controlled by "stop" and "go" signals or by officers to the same extent as vehicular traffic movements.

- II. ENFORCEMENT OF LAW BY POLICE Recommendation is made that the present traffic police force be increased twenty-five per cent. It is also proposed that the jurisdiction of the Traffic Division be extended to cover the en-

tire city, and that the Commander shall exercise control, through the proper channels, over all police traffic operations, whether the officer on traffic duty be a regular traffic officer or a patrolman assigned to part-time duty in directing traffic. The establishment of a special motorized Traffic Patrol is recommended for the purpose of such control.

ACCIDENT REPORTING SYSTEM A standard system of accident reporting is described and recommended, in order to provide data essential in future studies of ways and means of accident prevention.

TRAFFIC SCHOOL It is also proposed that a traffic school be established in the Division for the instruction of new men, the maintenance of high standards among the men already employed in the Division, and for the general education of all police officers in the City, in traffic methods.

III. PUNISHMENT OF TRAFFIC VIOLATORS In order to provide for a more adequate and systematic enforcement of penalties against violators of the traffic ordinance, Dr. McClintock recommends the establishment of a Traffic Fines Bureau, to replace the old method of citations for appearance at Police Traffic Bureau. It is proposed that all minor violators be required to appear at a Traffic Fines Bureau and pay penalties in accordance with a schedule of fines to be agreed upon by the judges of the Police Court. Repeated or serious violations would, under this system, receive thorough consideration by the Police Court; and records would be kept of all violations, in order to properly classify and more severely penalize persistent violators.

IV. FUTURE TRAFFIC ENGINEERING Emphasis is laid upon the need for engineering service in connection with the location, erection, and maintenance of all physical control devices required by the ordinance, or as found advisable according to the principles and methods set forth in full throughout the report. Continuous engineering studies of all traffic conditions should be carried on. For the purpose of such engineering service, it is recommended that there be established a Division of Street Traffic Engineering in the Bureau of Engineering of the Department of Public Works. Among the duties of this division would be the collection of data, study of congestion, accidents and hazards, and initiation of new methods to meet the changing conditions as revealed by such studies.

Progress Made in Application of the Recommendations

OFFICIAL DIGEST OF TRAFFIC ORDINANCE As before mentioned, the revised traffic ordinance recommended has been enacted. Wide-spread publicity has been given to those provisions of the ordinance which are at present enforceable under the existing system of traffic regulatory devices. An Official Digest of the ordinance, approved by Dr. McClintock and by the Police Department, was published under the auspices of the San Francisco Traffic Law Enforcement Board, by the California State Automobile Association. Many thousands of copies were distributed to the public through filling stations, business organizations, clubs, associations, etc. Extensive news articles were carried in all the newspapers, describing the provisions of the new ordinance.

PEDESTRIAN REGULATION Immediately following this publicity campaign the Police Department started enforcement of the anti-jaywalking provisions. As the result of this action there has come about practical control of pedestrian movement in the central business district, and accidents to pedestrians have been reduced in that district by more than 50 per cent. Notwithstanding the fact that the present signal system on Market Street was never intended to control pedestrians, Market Street pedestrians have been thoroughly educated by the Police to cross at intersections with released traffic, not against it. As soon as the revised signal system, as recommended, including special pedestrian signals in certain locations on Market Street, has been installed, the fluidity and safety of all traffic movement in the congested district will be greatly improved.

REGULATORY DEVICES The members of the Survey staff have had a great many conferences with the municipal officials concerned with the installation of signals, signs, paint markings, and other regulatory devices, and substantial progress is being made upon a plan of unified action under the comprehensive system of traffic control recommended. Because of the number of officials and municipal departments having new responsibilities under this system, and because of the costs of the various traffic installations, and the financial condition of the City government, progress along this line has been rather slow. This was to be expected, however, because the City charter does not provide a form of government which can readily, upon its own initiative, undertake entirely new methods and duties in working out the detailed solution of a civic

problem, involving the co-ordination of activities in several distinct departments. However, until all essential regulatory devices, as recommended by Dr. McClintock, have been installed, the full benefits of the new system cannot be realized.

LOADING ZONES One of the evils from which San Francisco is suffering is the practice of parking machines in double line while making deliveries or short calls. This greatly obstructs traffic movement. In order to provide convenient spaces for loading and unloading materials or passengers, the new ordinance requires the installation of loading zones within certain limitations, to be designated by paint markings along the curbs. A survey of the entire Central Traffic District and vicinity has just been completed by the Survey staff and the recently appointed City Traffic Engineer. Complete recommendations resulting from this survey have just been made by the City Engineer's office to the Board of Supervisors; the necessary funds have been appropriated for painting the zones, and this work will be done without delay.

TRAFFIC FINES BUREAU The Traffic Fines Bureau, heretofore described, was organized as proposed, and started operation on November 25, 1927. From that date to January 12, 1928, the total number of offenders handled was 5617, from whom \$8,737.00 in fines was collected. The Fines Bureau has been a great success from its inception, and thousands of violators are discovering that it does not pay to disregard the minor provisions of the ordinance. Through this means, and by publicity, the people of San Francisco are being gradually educated to be "traffic-minded"; and attempts to "fix" tickets have been effectually discouraged. As a by-product of the system, but not as its purpose, a considerable sum of money is being accumulated; and there exists a "gentlemen's agreement" that whatever revenue traffic produces shall be appropriated for traffic regulatory devices and other expenses involved in making the traffic ordinance more thoroughly effective.

CITY TRAFFIC ENGINEER An ordinance has been enacted establishing the office of City Traffic Engineer, and the Engineer has been at work for some time. Important demands are already being made upon this office. Through the City Traffic Engineer, a means has been provided for the application of engineering principles in the future solution of various changing phases of the traffic problem.

Features of the Engineering Survey

RECONNAISSANCE The first step in the engineering investigation was the gathering of a mass of information, which had already been collected by various official agencies and civic organizations. Such studies as those dealing with traction lines and street car travel, ferry traffic, principal routes of travel, natural barriers, etc., were carried out. All available facts and figures pertaining to the traffic problem were roughly classified.

VEHICULAR TRAFFIC VOLUME While the principal routes of travel were thus established, there was yet to be found the actual amount of street use, and thence the relative importance of each artery.

A staff of traffic checkers was employed to ascertain the actual amount of traffic flowing on and across all of the principal arteries of travel. This check alone involved the recording and classification of nearly 4,000,000 traffic movements.

As a general thoroughfare for travel, it was found that Van Ness Avenue carries more vehicular traffic than any other street. Howard Street is second; Mission Street, third; and Market Street, fourth; in this classification. The same study revealed the fact that the intersection of Bush Street and Van Ness Avenue, where a total of 20,447 vehicles were checked during a traffic day, passes more vehicular traffic than any other intersection.

It was definitely confirmed by this check that Market Street, in the Central Traffic District, carries more pedestrians than any other thoroughfare in that district, Grant Avenue being second. It was found that at the intersection of Powell, Fifth, Eddy, and Market Streets 109,648 pedestrians passed during the typical traffic day.

TRAFFIC CONCENTRATION A study of the degree of concentration of traffic in the Central Traffic District was undertaken for the 14-hour period from 6 A. M. to 8 P. M. A count of all traffic entering or leaving this district was made every half-hour during this period on typical business days, at all intersections on the boundaries of the district. It was found that 1,073,963 persons enter or leave the Central Traffic District daily, of which 744,667 were passengers in various types of vehicles and 329,296 were pedestrians. The total number of vehicles which enter and leave the district is 203,641 per typical 14-hour day. From these data charts were made, showing specifically the movements of all types of vehicular traffic and the movement of persons into and out of the district each half-hour of the day.

The great inrush of traffic from 7:30 A. M. to 9 A. M., and the constant interchange of travel between the Central Traffic District and the remainder of the city, were shown to produce a maximum accumulation in the Central Traffic District at 2:30 P. M., when approximately 4,300 vehicles and 88,000 persons are gathered. The control problems involved are somewhat revealed from the fact that the streets of the Central Traffic District are forced to serve nearly 97,500 persons during the period of greatest street use, i. e., between 5:00 P. M. and 5:30 P. M.

SPEED OF TRAFFIC IN CONGESTED DISTRICT Speed of traffic flow in the Central Traffic District and vicinity was determined by test motor cars, which traversed the length of each street studied five times during different hours. The over-all speed in the congested district was found to be 10.13 miles per hour. The average speed while actually in motion was 11.55 miles per hour. The time consumed while necessarily at full stop in traffic was 12.3% of the total driving time.

ACCIDENTS A very complete analysis of the motor vehicle accident situation is given, with charts showing the relative importance of all basic causes of accidents and with maps showing the exact location of all accidents reported during a period of several months.

STREET GRADES A study of the effect of street grades upon traffic movement shows that the numerous grades existing constitute severe traffic barriers and result in diverting traffic and concentrating it into the relatively few easy grade channels. More than one-third of the entire street length is at a grade of 5% or over; 89 miles of street are at a grade of 10% or over. The grades and other features of the city plan have had a profound effect upon the physical structure and economic development of the city.

The above brief review will serve to illustrate the manner in which every phase of the problem comprehended within the subject of effective and efficient street use was investigated and analyzed, before reaching the conclusions and recommendations.

New Studies to Facilitate Traffic

The Committee believes that the securing of traffic fluidity, by means of regulatory and minor physical improvements, is only the first step in gaining traffic relief. It is realized that the ultimate solution of street and highway congestion is to be found in the creation of more ample and better arranged street area.

As a definite step toward securing such street area, the Committee has retained Harland Bartholomew, the

eminent city planner, to undertake a year's study of the street system of San Francisco, in co-operation with the responsible City authorities and others concerned, with a view of submitting a report and recommendations for a Major Traffic Street Plan.

This Plan will be based upon an extensive research of the facts which have a basic or fundamental bearing upon the growth and movement of street traffic.

Among the matters to be considered by Bartholomew and his technical staff will be:

- I. The character and extent of the city's past and future growth, as influenced by its unique topography; population to be anticipated in present and future occupied areas.
- II. The present and future area of the central business district and other business districts; the relation of street width to intensity of building development.
- III. Analysis of movement of trucks, passenger automobiles, street cars, and busses.
- IV. Compilation and study of data respecting street grades, widths, character of pavement, principal traveled streets, property values.
- V. Compilation of the Major Street Plan, including:
 - A. Locating principal routes of travel reaching every section of the city, and providing for the easiest possible circulation between the respective outlying sections, and between the business sections and the outlying sections; and recommending suitable widths, design, etc., for such routes.
 - B. Designation of minor streets served by major routes, but which are not so located as to be expected, in the future, to require extensive improvement or reconstruction. Such streets in many places would be very desirable for residential use because of their freedom from traffic congestion or higher speed traffic movement.
 - C. Designation, where feasible, of broad, by-pass routes around congested business sections, and assignment of certain streets for construction and use as special trucking arteries.
 - D. Designation of streets which ultimately should be widened to carry a definite number of traffic lanes, in addition to present capacities.
 - E. Indication of streets which should ultimately be straightened, cut through, or re-graded—To provide greater freedom of traffic movement; eliminate constrictions, dead-ends, or traffic limitations and hazards.
- VI. Preparation of program of procedure and recommendation of steps to be taken in order of their importance.
 - A. Methods of dealing with legislative, legal, and financial problems involved in practically carrying out the recommendations made.

A Major Street Plan, the Survey Committee believes, is essential to the Progress of San Francisco in the relief of present traffic congestion, and especially to meet the demands of traffic circulation in years to come.

The traffic problem is a community problem. It cannot be solved by haphazard methods, by piece-meal operation, or by waiting for local demands. We emphasize what every thoughtful citizen must realize: that the policy of allowing the city to drift and develop as it may is, in the end, tremendously wasteful of resources and funds.

NOVEMBER 19, 1927.

SAN FRANCISCO TRAFFIC SURVEY COMMITTEE,

San Francisco, California.

DEAR SIRS:

We have made a cash audit of your accounts for the period from August 6, 1926, to September 25, 1927, and submit a Statement of Cash Receipts and Disbursements by periods from August 6, 1926, to September 25, 1927.

The recorded cash receipts were found to have been accounted for and the cash disbursements to be supported by proper vouchers. The cash balance at September 25, 1927, which was on deposit, was verified by certification obtained from the depository.

Yours truly,

(Signed) HASKINS & SELLS.

SAN FRANCISCO TRAFFIC SURVEY COMMITTEE

*Statement of Cash Receipts and Disbursements
by Periods from August 6, 1926, to
September 25, 1927*

	Total	Applicable to Period September 1, 1927, to September 25, 1927	Applicable to Period August 6, 1926, to August 31, 1927
CASH BALANCE AT BEGINNING OF PERIOD	\$ 388.37*		
RECEIPTS:			
From subscriptions	\$28,448.93	\$3,339.64	\$25,109.29
Interest on bank balances	94.03		94.03
Sale of 16 traffic reports	80.00	80.00	
Total receipts	\$28,622.96	\$3,419.64	\$25,203.32
Total	\$28,622.96	\$3,031.27	\$25,203.32
DISBURSEMENTS:			
Salaries:			
Office pay roll	\$13,070.47	\$ 836.66	\$12,233.81
Field forces	6,118.62	46.26	6,072.36
Total	\$19,189.09	\$ 882.92	\$18,306.17
Printing 500 reports—"The Traffic Control Problem"	2,933.80		2,933.80
Traveling and incidental expenses	1,705.35	46.00	1,659.35
Office rental	1,148.70	144.00	1,004.70
Office supplies and expenses.....	814.40		814.40
Printing office forms and blueprints	503.49		503.49
Incidentals	369.78		369.78
Total disbursements	\$26,664.61	\$1,072.92	\$25,591.69
CASH BALANCE AT END OF PERIOD	\$ 1,958.35	\$1,958.35	\$ 388.37*

*Deficit.

SUBSCRIBERS TO SAN FRANCISCO TRAFFIC SURVEY

Aetna Life Insurance Company
 Alexander and Baldwin
 Alexander Building
 Allen and Company
 American Bank Building
 American Can Company
 American Trust Company, The
 Anglo-California Trust Company
 Anglo and London Paris National Bank, The
 Aronson, A.
 Associated Oil Company
 Atchison, Topeka and Santa Fe Railway

 Baker, Hamilton and Pacific Company
 Balfour Building
 Baldwin and Howell
 Banca Popolare Fugazi
 Bank of California, The
 Bank of Italy
 Barrett and Hilp
 Belvel, George E.
 Bethlehem Shipbuilding Corporation, Ltd.
 Blythe, Witter and Company
 Board of Trade Building
 Boardman Brothers and Company
 Bond and Goodwin and Tucker, Incorporated
 Bothin Real Estate Company
 British American Bank
 Buckbee, Thorne and Company
 Butler Building

 Calaveras Cement Company
 California Barrel Company
 California Commercial Union Building
 California Packing Corporation
 California Pacific Title Insurance Company
 California Petroleum Company
 California State Automobile Association
 California Street Cable Railway Company
 California Transportation Company
 Call Building
 Canadian Bank of Commerce
 Chagnette, C. A.
 Chamberlin and Proctor
 Chancery Building
 Claus Spreckels Building
 Coffin-Redington Company
 Coldwell, Cornwall and Banker
 Commercial Block
 Consumers Ice Company
 Continental Insurance Company and
 Fidelity Phoenix Insurance Company
 Crocker Building
 Crocker First National Bank of S. F.
 Crocker First National Bank Building
 Cunard Building

 Dohrmann Commercial Company
 Donohoe, Kelly Banking Company
 Down Town Association

 Eisenbach, David R.
 Eisert, Foster and Eisert
 Exposition Building

 Fidelity and Casualty Company of New York
 Fitzhugh Building
 Flood Building
 Forbes, John F.
 Foster and Kleiser Company
 Foxcroft Building
 French Bank Building
 Furniture Exchange Building

 General Cigar Company
 General Petroleum Company
 Gladding, McBean and Company
 Globe Indemnity Company, The
 Golden Gate Ferry Company
 Golden Pheasant, The
 Golden State Milk Products Company
 Grant Building
 Grant, Adam Building
 Great Western Power Company
 Gunst, Elkan Building

Harrigan, Weidenmuller Company
Hartford Accident and Indemnity Company
Hearst Building
Heller, Bruce and Company
Hibernia Savings and Loan Society
Higgins and Son
Hind Building
Hjul, James
Holbrook Building
Holden, St. George
Howard Building
Humboldt Bank
Humboldt Bank Building
Hutton and Company, E. F.

Illinois Pacific Glass Company
Indemnity Insurance Company of North America
Insurance Exchange Building
Italian American Bank

Keenan, C. J.
Kern, Albert E.
Kiernan, Rhine, O'Brien
Kohl Building

Langley and Michaels Company
Laundry Owners Association
Lees, Milton S.
Leis, F. W.
Leonard and Holt
Liberty Bank
Lick Building
Liebes Building
Lincoln Realty Building
Lindgren and Swinerton, Incorporated
Loupe Company, Lester G.
Lyon and Hoag

Madison and Burke
Magee and Sons, Thomas
Manufacturers and Wholesalers Association
Marian Realty Company
Market Street Railway Company
Marvin Building
Mason, McDuffie Company
Matson Building
Matson Navigation Company
Maryland Casualty Company
McCann, Mark A.
McCloud Building
McDonnell and Company
McElroy, R. D.
Mechanics Institute
Mercedes Building
Merchants Exchange Building
Methodist Book Concern
Meyers, Lawrence A.
Mills Building
Mission Bank, The
Mission Savings Bank, The
Monroe, Lyon and Miller
Moore and Company, C. C.
Motor Car Dealers Association
Moulton and Company, R. H.
Murphy and Company

National Automobile Club
(Pacific Coast Automobile Underwriters Conference)
Newhall Building

Ocean Accident and Guaranty Company
Oceanic Building
Otis Elevator Company

Pacific Building
Pacific Gas and Electric Company
Pacific Indemnity Company
Pacific Mutual Building
Pacific Portland Cement Company
Pacific Telephone and Telegraph Company
Pacific Telephone and Telegraph Building
Panama Mail Steamship Company
Paper Trades Conference (Pacific Coast)
Paraffine Companies, Inc., The
Peirce, Fair and Company
Pierce and Company, E. A.
Phelan Building
Physicians Building
Postal Telegraph Building

Radiant Building
 Retail Dry Goods Association
 Rialto Building
 Richfield Oil Company
 Rivers Brothers
 Rollins and Sons, E. H.
 Rosenshine, M. W.
 Rosenstirn, A. M.
 Rothschild Brothers
 Royal Indemnity Company
 Royal Insurance Building
 Russ Building

 Sacramento Transportation Company
 San Christina Building
 San Francisco Bank, The
 San Francisco Stock and Bond Exchange Building
 Santa Cruz Portland Cement Company
 Schlessinger, Charles
 Schmidt Lithograph Company
 Schroth Building
 Schwabacher and Company
 Sharon Building
 Shell Oil Company of California
 Shreve Building
 Sommer and Kaufmann Incorporated
 Southern Pacific Company
 Sperry Flour Company
 Spreckels Investment Company, J. D. and A. B.
 Spring Valley Water Company
 Standard Oil Company of California
 Stelling and Kidwell
 Stockholm and Sons, Charles
 Straus Building
 Sullivan, Walter H.

 Title Insurance and Guaranty Company
 Tormey and Ryan
 Transport Building
 Traung Label and Lithograph Company
 Trevor and Company

 Umbsen, Kerner, and Stevens
 Underwood Building
 Union Ice Company, The
 Union Oil Company of California
 Union Square Building
 United Bank and Trust Company
 United States Steel Products Company

 Walker Company, P. J.
 Weissbein, Incorporated, Jacob
 Wells-Fargo Bank and Union Trust Company
 West Coast Life Building
 Western Pacific Railway Company
 Western Pipe and Steel Company
 Williams Steamship Company
 Wilson Estate Company
 Witter and Company, Dean
 Wolf and Company
 Yellow and Checker Cab Company

